

MANAGE

MAGAZINE OF MANAGEMENT MEN OF AMERICA



OCTOBER 1951

FORTY CENTS

Always QUALITY

FULFILLMENT of this pledge has been the primary objective of THE BRIGGS MANUFACTURING COMPANY for more than forty years. The success of this effort is clearly attested by the inbuilt fineness of all Briggs products, automobile bodies as well as plumbing fixtures. And equally important is the skill and know-how with which industry's most advanced mass production techniques are being applied to this basic Briggs quality.



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CHICAGO CONVENTION BULLETINS

TOTAL REGISTRATION

Officers, directors and delegates from NAF city and shop clubs in thirty-seven states: 1,350.

Wives of delegates: 151.

OFFICERS

All three top NAF officers were re-elected to office . . . Ray A. Arduser, President; Joseph E. Cox, First Vice President, and Harold B. Lyda, Secretary-Treasurer.

The Zone Vice Presidents were named as: (A) Edward O. Seits, North American Aviation, Inc., Los Angeles; (B) M. E. Caraway, Consolidated Vultee Aircraft Corp., Fort Worth; (C) H. H. Douthitt, Marion Power Shovel Co., Marion, O.; (D) William G. White, Blaw-Knox Company, Blawnox, Pa.; (E) E. J. Shetler, Cherokee Textile Mills, Knoxville, Tenn.; (F) none; (G) John Heerdt, Liquid Carbonic Corp., Chicago; (H) Harold E. McClellan, Briggs Indiana Corp., Evansville, Ind., and (I) William C. DeHaven, Carrier Corporation, Syracuse, N. Y.

PUBLICITY

Chicago newspapers, and radio and television stations gave NAF a good reception. For the first time in NAF convention history, a press room and staff made available all speakers' material to the press. Special interviews with NAF officials were arranged for newspaper writers.

RECORDINGS

Recordings of all addresses made at the 1951 convention are available

from NAF headquarters in Dayton. Those clubs desiring to play-back these to their memberships should contact the Public Relations Department, Dayton.

AWARDS

NATIONAL CITY CLUB AWARD: Kokomo Foremen's Club, Kokomo, Indiana.

NATIONAL SHOP CLUB AWARD: Pan American World Airways Management Club, Miami, Fla.

WOODHEAD TROPHY: Convair Management Club, Fort Worth.

ZONE AWARDS: (A) Grayson Administrative Conference, Lynwood, Calif.; (B) The Convair Management Club, Fort Worth; (C) C. B. F. Management Club, Columbus Bolt & Forge Co., Columbus, O.; (D) Robertshaw Foremen's Association, Youngwood, Pa.; (E) Pan American World Airways, Miami, Fla.; (F) Greater Portland Management Club, Portland, Ore.; (G) Maytag Management Club, Newton, Ia.; (H) Nash Kelvinator Management Club, Grand Rapids, Mich.; (I) Foremen's Club of Worthington, Buffalo Works, Buffalo, N. Y.

MEMBERSHIP CERTIFICATES: City Club—Syracuse Management Club, Syracuse, N. Y.; Shop Club—Sylvania Foremen's Club, Buffalo, N. Y.

SPECIAL MEMBERSHIP CERTIFICATE: Convair Management Club, Fort Worth (in recognition of 150 per cent membership increase to make it the largest shop club in the NAF).

HONORABLE MENTION MEMBERSHIP CERTIFICATES: Clark

Foremen's Club, Battle Creek, Mich.; Convair Management Club, San Diego.

SECOND PLACE NATIONAL SHOP CLUB: Nash Kelvinator Management Club, Grand Rapids, Mich.

SECOND PLACE NATIONAL CITY CLUB: Foremen's Club of Columbus, Columbus, O.

THIRD PLACE NATIONAL SHOP CLUB: C. B. F. Management Club, Columbus Bolt & Forging Company, Columbus, O.

THIRD PLACE NATIONAL CITY CLUB: Foremen's Club of Toledo, Toledo, O.

SECOND PLACE ZONE WINNERS: (A) Ceramic Supervisors, Los Angeles; (B) American Thermometer Foremen's Association, St. Louis; (C) Foremen's Club of Columbus, Columbus, O.; (D) Sylvania Foremen's Club, Emporium, Pa.; (E) Cherokee Foremen's Club, Knoxville, Tenn.; (F) none; (G) Dubuque Foremen's Club, Dubuque, Ia.; (H) Kokomo Foremen's Club, Kokomo, Ind.; (I) Lake Erie Foremen's Club, Buffalo, N. Y.

THIRD PLACE ZONE WINNERS: (A) Douglas Management Club, Santa Monica, Calif.; (B) ACF Foundry Supervisors Club, St. Louis; (C) Foremen's Club of Toledo, Toledo, O.; (D) Spang Chalfant Supervisors' Association, Ambridge, Pa.; (E) Nashville Avco Management, Nashville, Tenn.; (F) none; (G) Hamilton Foremen's Club, Two Rivers, Wis.; (H) Colgate Management Club, Jeffersonville, Ind.; (I) 1848 Foremen's Club, Pratt & Letchworth Co., Buffalo, N. Y.

SEE NOVEMBER ISSUE FOR DETAILS!

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JEAN B. ADAMS

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THE NATIONAL ASSOCIATION OF FOREMEN

RAY ARDUSER, President

J. E. COX, First Vice President

HAROLD LYDA, Secretary-Treasurer

J. E. BATHURST, Executive Vice President

The National Association of Foremen (NAF) is a non-profit, educational, management organization devoted to unifying all segments of management, foremen to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 43,000 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice president at 321 W. First Street, Dayton 2, Ohio.

MANAGE October 1951

Editorial Comment

"If you ever see an editor who pleases everybody, he will be neither sitting nor standing, and there will be a lot of flowers around him."

Anon.

I must admit I've been impressed.

Between deadlines, I have been scooting around the country to sit-in on NAF club meetings, pausing even to break bread and swap a few yarns with the members.

Looking back on the sessions, it is plain to me why American industry is the strongest in the world . . . it's because of the leadership. As we have proved for ourselves in the past ten years, our country is as strong as the production lines of our industries. You don't find any but healthy, productive industries with NAF clubs and members.

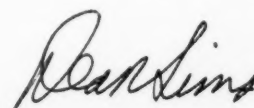
The management game is not one for the willy-nilly, the spineless, or the Casper Milquetoast. It is as two-fisted a business as one is able to find in this twentieth century. It takes a man with intelligence and guts to assume his position on the side of management in modern industry . . . his problems multiply with each passing year, with each session of Congress, with each new labor contract negotiation.

Since I sat down to write this October editorial comment, I've been trying to figure out what impressed me most during my NAF club visits, because it is remarkable how similar are all the clubs I have seen. I think my most profound impression is the attitude of the members, how basically honest and interested they are about their companies, their personal responsibilities as management men, and NAF. You can always tell when men are without interest because they ask no questions, offer no suggestions, make no constructive comments. Not so with the management men I have come into contact with the past sixty days: they're wide-awake, full of enthusiasm, full of questions . . . and full of the courage required for their respective jobs.

My chief reason for visiting NAF clubs in the first place was to find out what sort of a MANAGE magazine was wanted by the men who are to read it. Secondly, I admit I was more than a little curious to see what sort of a bunch of guys were making up this remarkable organization promoting unity in management.

I'm sincere in writing that I've been wonderfully impressed by what I've seen and the starts toward friendships I have made. If this were not so, I would have avoided discussion of my findings and written an editorial about, possibly, what suckers the American farmers are for accepting government subsidization through price supports or, maybe, the terrible menace of Socialism lurking behind the electric power projects of our too-big-for-its-people Federal government.

Management Men of America, your enthusiasm is catching. I think I've got it, and thanks.



Moral Re-Armament

Moral Re-Armament is a world-wide program initiated in 1938 by Pennsylvania-born Dr. Frank Buchman. At that time, when the democracies were facing the need for material re-armament, Dr. Buchman called for moral re-armament as being of equal urgency in face of totalitarian aggression.

During the ensuing war years the program was directed towards strengthening the unity within and between the democratic nations, and clarifying the ideological issues underlying the military struggle.

In the post-war years Moral Re-armament has offered a program of united, positive action to all people of goodwill, above party, race, class or creed. It has spread to over a hundred nations and territories, and has proved effective in turning the tide of Communism in many ideological danger spots of the world.

Today the world force of Moral Re-Armament includes people of every walk of life, industrial, labor, educational, military, political. In recent years an increasing number of statesmen and national leaders such as Foreign Ministers Schuman of France, Kraft of Denmark and Doidge of New Zealand, Chancellor Adenauer of Germany, Labor Minister Marazza of Italy, Admiral Richard Byrd, Mr. William Green, and many U. S. Senators and Congressmen along with numerous others have given their recognition and endorsement to this work. When ECA Administrator, Mr. Paul Hoffman, described Moral Re-Armament as "the ideological counterpart of the Marshall Plan." Now in his seventy-third year, Dr. Buchman is a nominee for the 1951 Nobel Peace Prize.

Headquarters and offices are maintained in many parts of the world, including Los Angeles, New York, Mackinac Island, Mich. London, Paris, Dusseldorf, Copenhagen, Stockholm, and Caux-sur-Montreux, Switzerland.

The story of Moral Re-Armament in the air lines in Miami is told in Mr. Tigert's article.

The Airlines POINT THE WAY

JOHN J. TIGERT



MUTUAL CONFIDENCE AND RESPECT—W. T. Babbitt, left, Regional Vice President of the Air Line Pilots Association, and George T. Baker, President of National Airlines. This picture was taken shortly after their three-year dispute came to a "screeching halt."

SPEAKING in Eastern Germany recently, Mr. Vishinsky said, "We shall conquer the world, not with the atom bomb, but with our ideas, our brains and our doctrines." This statement is convincing proof that the Communists are fighting the war of ideas in deadly earnest and that we are living today in an ideological era.

Everyone realizes the part which American industry has played in building our great country, and that in the event of another world military conflict, the survival of free nations will depend upon it. However, many people all over the world are wondering what part American industry is destined to play in the

ideological struggle. The answer to this question may be found in events which have been taking place in Miami this year.

On March 25, 1951, the citizens of Miami, along with the rest of their countrymen, read the usual front page news articles telling of a world of strife and division. In bright contrast, however, the MIAMI HERALD that morning also carried the story of the settlement of a bitter industrial dispute which had dragged on for more than three years, from which the following is quoted:

"Settlement of differences between National Airlines and its pilots, which threatened a disastrous strike, was announced Saturday. In a unique joint statement, George T. Baker, NAL President, and W. T. Babbitt, Regional Vice President of the Air Line Pilots Association, credited the solution to the principles of Moral Re-Armament."

The pilots of National Airlines spent ten months on strike in 1948. Although the strike was ended, the differences which could not be settled mounted until the pilots decided to strike again. About this time, Moral Re-Armament was brought to the attention of Mr. Baker by a Miami business man, and he invited "Slim" Babbitt to accompany him to an

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MRA Assembly in Washington, D. C. Between sessions of the assembly, Baker and Babbitt met in a Washington hotel room. At this meeting, the ground work was laid for a new relationship between the pilots and the airline, which culminated in the announcement quoted above.

In a telegram to the Washington Assembly, Babbitt said:

"Through efforts based on the ideology and spirit of MRA, the pending strike of National Airlines pilots has been called off. We are now busily engaged in the mechanics of cutting ropes which have retarded National Airlines, as well as the pilots, so that the two will be free to go forward as a team . . . Until I get more information, I shall refer to MRA as a wonder drug that makes real human beings out of people."

In a letter to all NAL pilots, Babbitt explained MRA in the following manner:

"The platform of MRA is 'What's right, not who's right', and its four cardinal points are absolute honesty, absolute purity, absolute unselfishness, and absolute love."

"A lot of you fellows who have known me for a long time are per-

JOHN J. TIGERT, the author of THE AIRLINES SHOW THE WAY, is Supervisor of the Maintenance Planning section of Pan American Airways, Latin American division. He was born in Lexington, Ky., on Saint Valentine's Day, 1913, and was graduated from Gainesville, Fla., high school. He attended Vanderbilt University and the University of Florida, receiving a BS degree in Mechanical engineering in 1935. He went to work for Pan American in 1936 as a mechanic's helper, then served as apprentice engineer and junior engineer. In 1941, he was called to active duty with the U. S. Navy and served as project engineer and Navy executive officer with the working committee of the Navy Department's aeronautical board. He rose to the rank of Commander. He was the first President of the P. A. A. Management Club.

haps thinking, 'How the hell did he qualify on any of these points?' Well, you can change, can't you? Before you fellows get any ideas that Babbitt's horizon has tumbled, or that his gyro is spinning or that he has been drinking compass fluid, I want to say that in all fairness, when I first was approached by MRA representatives, I was very skeptical.

"But," he continued, in the atmosphere of the Washington Conference, "we got further in three hours than we had in three years."

BEGINNING OF A NEW DAY FOR INDUSTRY?—George Freeman, Foreman on electrical line maintenance; John Lauderdale, lead man, and M. R. (Mickey) Cochran, General Foreman, Eastern Air Lines electrical department.



Baker said, "A whole new factor was brought into the situation through Moral Re-Armament. The real trouble had been the bitterness and lack of trust between us. It took an apology on my part, and absolute honesty to restore a basis of confidence."

Baker admitted he "had not always seen the pilots as people" because he felt his job was "to get the best deal for management." He told Babbitt, "I want to restore to the pilots the sense of dignity and security to which they are entitled."

Commenting on the power of Moral Re-Armament, Baker said, "Based on our experience with MRA, I believe there are few industrial conflicts in this nation that cannot be solved."

Several months ago, Slim Babbitt predicted, "If the management and the pilots of National Airlines continue to work as a team, as they have been doing for the past 90 days, this will be one of the most successful airlines in the country." This prediction by Slim, who is a captain for National's principal competitor, Eastern Air Lines, has become a reality.

The other airlines in Miami were quick to grasp the significance of these historic events on National Airlines. Captain Eddie Rickenbacker, President and General Manager of Eastern Air Lines, and Wilbur L. Morrison, Vice President of the Latin American Division of Pan American World Airways, joined forces with Ted Baker of National, as the three airlines became the principal spon-



NO MORE BITTERNESS AND SUSPICION—S. W. Strama, left, Assistant Component Overhaul Superintendent, and E. M. (Ernie) Mitchell, Chief Steward of the Engine Overhaul shop, Pan American World Airways.

sors of the visit of an MRA task force of 175 people to Miami.

This task force presented two plays, "Jotham Valley" and "The Forgotten Factor", which were seen by over 25,000 Miami citizens. Training courses were conducted in the shops and offices of the airlines and other companies and for the pilots. Each Sunday afternoon, an average of nearly a thousand people came to hear speakers from the sixteen nations represented in the task force tell about events occurring through MRA around the world, as well as in Miami.

"The Forgotten Factor" is an industrial drama which has been performed before hundreds of thousands of workers and representatives of management throughout Great Britain and Europe, including the heart of German industry, the Ruhr. This play is one of the principal ideological weapons in the war of ideas in Western Germany. Recently, Dr. Karl Arnold of the West German Government said that the power of Communism has been broken in Western Germany by Moral Re-Armament. But that is another story.

These things made a real impact on the community, and story upon story began to emerge of a new spirit at work, of new human relationships, of remade homes.

On the peaceful industrial record of Eastern Air Lines, there had been at least one blot. A key department in the overhaul shops was plagued by recurring difficulties. "We spent hours," said a lead-man, "sometimes on overtime, trying to straighten things out." An industrial relations expert had even been sent down from New York for this purpose.

At this point, applying the principles of MRA to himself, the foreman in charge of the department made an important discovery. "I've been taking a look at myself," he said, "and I see that everywhere I operate, I'm in a fight. I guess the trouble must be me." As he began to change in his attitude, lead-men and mechanics responded, and a new level of effective teamwork was achieved.

There was one mechanic with whom this foreman had a particularly bitter dispute. His personnel file was an inch thick, with records of every misdemeanor the foreman could dig up against him. The foreman called him to his office, apologized, and tore up every violation which they mutually agreed was unjust.

A feud of seven years standing between this foreman and the head of the union was settled by honest apology on both sides. "MRA is the first thing in years we've agreed on," said the foreman.

"Things have certainly changed a lot," says the lead-man now. "I know I'm a new man. There's nothing in our department now that we can't settle on the basis of what's right." The foreman sums it up, "These changes are for keeps—the beginning of a new day for industry."

This and other similar incidents at Eastern prompted Captain John Halliburton, Operations Manager, to say, "We discovered that no matter how good relations between labor and management may be without MRA, they can become much better with MRA."

Speaking to a large group of Eastern Air Lines employees, Captain Rickenbacker said, "Unless we grow morally, mental and financial growth won't last. If you and I can take the one fundamental principle in MRA, honesty, and live up to that, the other three will follow . . . Our ambition is to build leadership of the quality that MRA is teaching. If every one of us could overnight put this spirit into action, it would guarantee America would be sure to survive."

Similar events have been taking place at Pan American World Airways' huge Miami Overhaul Base. Over the past five years, there has been an increasing amount of friction between PAA and the mechanical employees throughout the system. When the MRA task force came to Miami, these employees were planning a system-wide strike against the company.

In less than two months, the company and unions played host to all employees and their families at a Pan American Family Night. The capacity of the auditorium was exceeded when more than 2500 persons came out to be entertained by members of the task force and to hear brief talks by union officials, and by Mr. Morrison and Mr. Toomey, the Division Manager.

There are many stories that might be told of things that have happened at PAA because of MRA, but one which has affected more than 400 workers concerns two men. The chief steward in the engine overhaul shop is a fighting Irishman who was elected to his office because of his announced intention to "carry the fight" to the assistant shop superintendent. This steward was devoted

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ing most of his time to prosecuting grievances. His relations with the assistant shop superintendent were anything but friendly, and on one occasion, he offered to settle a problem with his fists outside the gate in the parking lot.

Shortly after this incident occurred, the assistant shop superintendent apologized, and the steward not only accepted his apology, but proffered one of his own. Today, confidence and respect have replaced bitterness and suspicion between these two men, and they have both found that they can accomplish a lot more for both the men and the company by working together for *what's* right than by fighting with each other over *who's* right. The morale of the mechanics in the engine overhaul shop is the highest it has been at any time during the past five years, and a new spirit of co-operation exists among all employees, supervisory and non-supervisory. Most grievances are now being settled on the spot between shop stewards and first-line supervisors.

This steward has become one of the strongest fighters for the principles of MRA and has done much to spread its influence through the shops. He says, "The majority of the fellows no longer feel they are just a number on a clock card; they feel



"LET'S GET OUR FAMILIES TOGETHER"—E. M. Mitchell, Chief Shop Steward of Pan American World Airways Engine Overhaul shop, hands out invitations to fellow workers to a Pan American "family night."

they are part of the company." He points with pride to the fact that productivity has increased sharply, which is a natural by-product of increased morale.

Speaking at the World Assembly for Moral Re-Armament at Mackinac Island, Michigan, Mr. H. W. Toomey, Manager of the Latin American Division of PAA, said, "Any management which does not foster the kind of teamwork that is possible through Moral Re-Armament is obsolete and unenlightened."

It is obvious that the application of Moral Re-Armament results in more harmonious relations in industry, but it also has much greater significance. The airline industry in Miami is not only beginning to demonstrate an idea at work, but it is taking effective action to export it to the world. In June, over 300 airlines personnel took the story of what has happened in Miami to the MRA World Assembly at Mackinac, which was attended by 1683 people from 32 countries. Simultaneously, the booklet, "An Idea Takes Wings", was published, which tells the Miami story in detail. The pilots of the three airlines have cooperated with the Mayor of Miami to put this booklet in the hands of the chief executives of 1200 major cities in the United States, Latin America, and other parts of the world, and of every member of Congress.

(Continued to Page 21)



TAKING COURAGE FROM THE FRENCH—Madame Irene Laure, former French resistance leader and a member of the French Chamber of Deputies from Marseilles, with her husband, speaks through her interpreter to a group of Pan American World Airways mechanics and R. C. Zinn, Aircraft Service Superintendent (kneeling, center, in white shirt and bow tie).

MANAGE October 1951



("On The Cover" Feature)

The Jeffersonville Depot Mission

by L. O. Grice, Brigadier General, U. S. Army

General Grice is the commanding general of the Jeffersonville, Indiana, Quartermaster Depot, where the Depot Foremen's Association recently affiliated with NAF. This is the first time in the 28-year-history of NAF that the national organization has been linked with the U. S. Army. NAF officials have been impressed by General Grice's spirit of cooperation and his enthusiasm for NAF activities. He was invited to write an article on his Depot and give views concerning the Depot Foremen's Association voting unanimously to affiliate with NAF.

I AM IN command of one of the nation's most active and varied installations — the Jeffersonville Quartermaster Depot. Unlike most depots in the Army's supply system, it is largely a manufacturing and heavy repair plant. Almost half of its employees (over 5,000 at present) work in the maintenance or repair division. That organization classifies and repairs hundreds of items needed by soldiers in the field.

In one operation alone, it saves the government millions of dollars a year by rebuilding materials handling equipment and special purpose vehicles. The latter includes mobile laundries, bakeries, refrigerator trailers and similar units. This job exemplifies the global interests of our nation in a dramatic way. Men and

women are working night and day repairing these items.

Another very busy section of maintenance is the parachute repair department. Here scores of people inspect, repair and alter the nylon canopies and the bags in which they are packed. The chutes range from 20-foot affairs which lower men to the ground to the 120 foot size used to drop heavy cargo out of the skies.

We are one of those unusual federal installations that returns more money than it spends—in our case, it is about \$5 for every dollar spent. Our rule for repair is that the job must be done for less than half of the cost of replacement, except in the case of badly needed items which cannot be replaced. Our mission is to repair and restore to service anything received, stored or issued by the Army's Quartermaster Corps.

The scope, capacity, and complexity of repair operations consummated by the depot maintenance division are indicated by the fact that \$26,-000,000 worth of property was repaired during the calendar year 1950 at a cost of \$5,000,000.

Also housed in the Depot is one of the principal research and development laboratories of the Quarter-

master Corps. This unit is staffed by engineers, chemists, and idea men who think along with the guided missile boys. However, instead of concentrating on destruction, they sweat over ways to make the foot soldier more comfortable and efficient.

In one test, canvas is buried in the ground to see how fast it will rot. Others are more scientific. Giant machines press until wooden beams crack, others pull until a nylon rope snaps. One scale used is so delicate that it weighs the dot on the "i" in a written signature.

Another operation at the Depot is manufacturing. In this division, objects of metal, wood, leather, and webbing used by the Quartermaster Corps are turned out on a 24-hour-a-day schedule. This "plant" makes items commercial manufacturers do not find profitable to produce, or which are still in such a state of development that mass production has not yet been started.

In its thirty-six huge warehouses covering one and one-half million square feet of usable floor space and one-half million square feet of open storage, are items ranging from shirts to heavy mechanical equipment weighing many tons. New and re-conditioned items are carefully stored—ready for issue at a moment's notice.

By efficient, fast work, the Depot origin of a supply line stretching 75,000 miles, provided items ranging from parachutes to refrigerator trailers for the past year to Korea. Since the beginning of the Korean situation, materials have flowed in a steady stream and will continue to do so until the job is done.

Foremen's Association

From an operational viewpoint, this Depot is an industrial plant rather than a military post. Its problems are similar. Because of this, and the realization for the need for advancement of management, a deeper understanding of problems arising and a program for training Depot supervisors, its Foremen's Association was organized on June 22, 1949. Charter members numbered 73.

Originally, the members were largely from the depot maintenance

(Continued to Page 34)

My Greatest decision

Keith Williams, President and General Manager of Pratt & Letchworth Co., Inc. Buffalo, New York.



ALL our lives are filled with recollections of decisions made in the past and thoughts of those yet to be made. All progress, both good and bad, had a beginning from decisions made by persons upon whom the responsibility fell. When we see unfortunate fellow men, we often breathe to ourselves . . . "But for the grace of God, there go I." When we are able to look back on situations where we made the proper decision, then, too, we can well pray . . . "But for the grace of God, I might have done otherwise."

Like your life, mine has been filled with thousands—maybe millions—of decisions. The greatest one I have ever made, in my opinion, is the one which confronted me in 1903. Although I was born in Chicago in 1889, my family moved back to their native England when I was eight years old. My father had been in the United States only since 1887 and mother since 1888, so their roots were still firmly imbedded in the soil of Great Britain.

It was in 1903 that I, fourteen years old, made the decision to return to America—either with or without my beloved parents. I had seen enough of the growing America and the ancient England to convince me that the opportunities I desired were in America. After two years of sticking by my decision to get back to the United States, my parents returned with me to the land of unlimited opportunity.

Neither I nor my parents ever regretted the move for a single moment.

Another decision, which is probably an anti-climax to the one concerning my return to America, came at the age of 17, when I took a job for W. H. Miner, a railroad supply house in Chicago. It was as chief inspector for Mr. Miner that I learned the steel casting business and became, in 1926, associated with Pratt & Letchworth.

When confronted with decisions, I try to put myself in the place of the person or persons with whom I am dealing. I earnestly try to look at the situation from their point of view, as well as from my own.

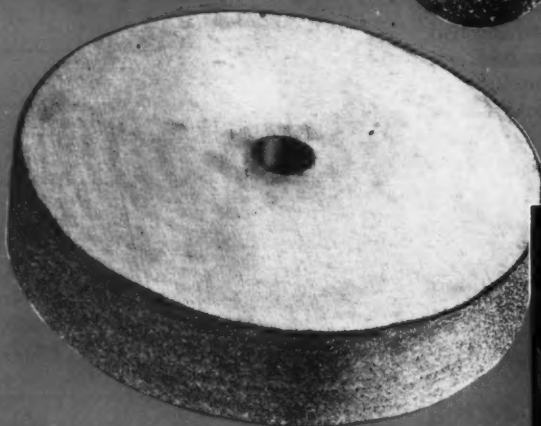
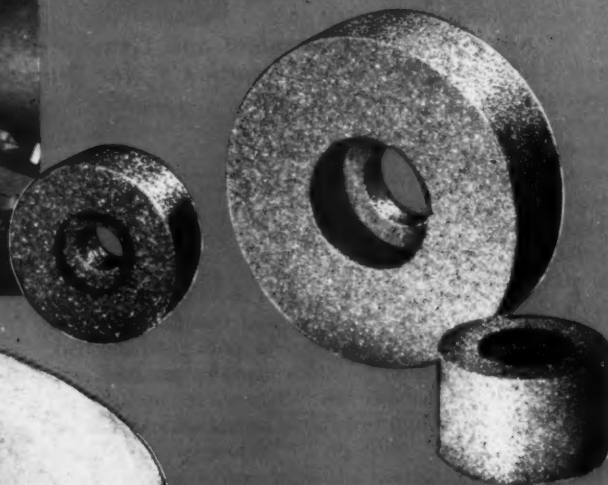
I used to worry, when a young man and starting out in the business world. At one time, I felt all the responsibilities of the Miner company were on my shoulders, and I showed it. Mr. Miner finally told me: "All the worry in the world won't move one grain of sand. If you use the best light you have at the time, that ought to be the answer."

Not all of my decisions have been correct, but I try to make all new decisions in the light of those past, both correct and incorrect. There is no doubt in my mind that the greatest one of my life was the one to return to America . . . all other decisions stem from it.

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WHAT IS THE COST OF LIVING?

No. 26 in MANAGE Series of Economic Treatises

By Fred G. Clark and Richard Stanton Riman

I

The thing that we call our cost of living is the amount of money we pay for the goods and services that we buy.

Although this definition is entirely correct, it does not tell us anything until we start following the path of the money we spend.

In this connection, you should remember the first principle of money exchanges, namely, that *everybody's outgo is somebody else's income*.

Everything we pay out is in response to the selling price that has been fixed by somebody else.

So with this principle in mind, if we can find out whose income is made up of our outgo, we can tell who causes our cost of living.

II

There are three ways to get money: the most usual way is to *work for it*; the second way is to *let people use something you own* and pay you for the use of it; and third *have somebody give it to you*, either for something you have done in the past or for no particular reason at all except that you need it.

The United States Government tells us that in 1950 the money we spent was used to supply the following types of incomes in the following amounts:

Payments for Working	\$183,000,000,000
Rental Payments	7,400,000,000
Interest Payments	10,100,000,000
Dividend Payments	9,200,000,000
Pensions, Benefits, etc.	15,100,000,000

Total Personal Income of the

United States \$224,800,000,000

Now, let's see who got this money that was spent.

The payments for working went to about 60 million workers in factories, offices, on farms, in transportation, in selling work, and in professional capacities.

The rent went to millions of property owners; at least 80% of it to property owners whose total income was less than \$6,000.

The interest and dividends went to about 50 million people who were direct and indirect owners of stocks and bonds, about 66% going to people whose total income was less than \$6,000.

Pensions, benefits, etc., went to millions of old people and to younger people temporarily or permanently disabled or in need of financial assistance.

III

These then are the people whose incomes are made up of our outgo.

Our cost of living is their income.

But who are these people?

The answer to that question gives us an important clue to the cost of living: *these people are ourselves*.

Everybody living in America fits into one or more of the categories listed above.

Our own expenditures supply our own incomes, and our own incomes supply our own expenditures.

So we see that securing more money for ourselves without giving more for it means that we simply handle more dollars but get no more for them.

All of the real material progress that the American people have made has come *not from getting more dollars but by producing more things that the dollars will buy*.

If we are really concerned, therefore, about our cost of living, we should concentrate on producing more goods and services rather than demanding more dollars.

IV

There are two reasons why we don't do this.

First, each of us belong to a special group, and human nature being what it is, we think that in some way or another we can get a raise without the other fellow getting one, and as a result we will have more money to buy what he produces.

This never works for any great length of time because the other fellow, when he has to pay more for what we produce, demands more for what he produces; then we are all just where we started; we are no better off than before.

The second reason why we don't produce more is a temporary problem.

It is because so much of what we do produce has to be used for war, and even though we do produce it, it never is put on the open market where we have a chance to buy it.

But the people who produce the war goods have to get paid for their production and they take that money and go out and buy some of the things produced by the people who make nonwar products.

The only way we could prevent this from increasing the price (increasing our cost of living) would be to produce as much more nonwar goods as the war production payroll adds to the spending money.

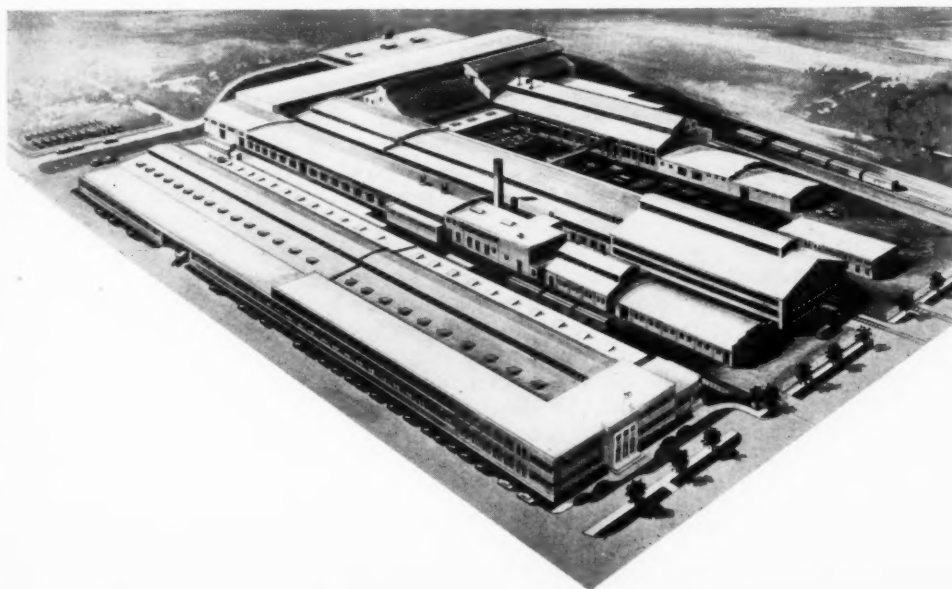
Obviously this is impossible.

So the best we can do during this period is to produce as much more as we can and try to bear in mind that merely getting ourselves another raise will not lower the cost of living.

Foreman means . . . front line manager

We are proud of our foremen . . . proud of their contribution to our Company's progress . . . proud of their affiliation with the N. A. F. . . .

These are the leaders who insure the lasting quality of our products. They are the ones upon whom, in the last analysis, rests the responsibility for our fine industrial relations. And here also is the backbone . . . of America's industrial democracy.



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PUMPS

CLAYTON MARK & COMPANY

EVANSTON, ILLINOIS

John L. Glees, M. D., who is a past President of the Briggs Foremen's Club and Medical Director of The Briggs Manufacturing Co., Detroit, has written this timely and informative article exclusively for MANAGE Magazine. It is full of medical advice, free for the reading. Your employees will welcome the information, too.

How to Keep Well (and Alive) This Winter



EACH fall and winter the American public is confronted with certain definite and consistent medical problems. In frequency, they are: 1. The Common Cold; 2. Influenza; 3. Pneumonia; 4. Heart attacks—many fatal; 5. A definite increase in accidental disabilities which are seasonal in character.

The Common Cold still remains one of the great unsolved mysteries of modern life. Each year it takes an economic toll of two billion dollars in the United States alone. It causes untold misery to millions of sufferers. Yet what causes colds and what cures them have been medical mysteries for over 2000 years. The United States Public Health Service reports that nearly everyone has at least one cold a year. Two out of three people have three colds a year and two out of eight people have four colds a year.

The cost of the Common Cold has been estimated as two billion dollars a year in the United States. Due to the high frequency rate, it is the nation's most costly disease. In World War II, colds caused over half of all absenteeism in war plants. One and a half million man days a year lost in war industries! Colds cause five times as much loss of production man hours as do strikes.

Cold Facts

Did you know that only man and chimpanzees suffer colds? Dogs, cats, rabbits and other lower animals can't catch cold. Another point to remember is that just because you had a cold is no reason you won't catch another and another. Worriers and neurotics catch cold easier. In fact, any emotional upset makes people more likely to come down with a cold.

What is a cold? We got our first glimpse of a cold bug in 1947 when researchers of the United States Public Health Service isolated a virus causing one type of a cold. The common cold is an "air-borne disease." Most scientists think that colds are transmitted through the air by viruses so tiny they pass right through the finest filter.

How do you catch cold? One good sneeze can send twenty thousand infection-laden droplets shooting as far as twelve feet at a speed of one hundred feet per second. After half an hour, four thousand of them will still be in the air. You can catch it before the other fellow knows he has contracted it. A person can be passing a cold on to others two days before he knows he has it. Rapid changes of temperatures set the stage for colds. You don't actually catch cold by being chilled or wet but your resistance to the cold bug is lowered.

What are the symptoms of a cold? Signs of a cold appear one to four days after exposure. Thirty per cent of irritation is in your nose. Other signs are body aches, chills, mental depression, headaches, a fever ranging from 100° to 102°. The throat is inflamed and becomes worse for one to two days. Other signs during convalescence are weakness, some loss of weight, insomnia and neuralgia.

Now, for the sixty-four dollar question. How to avoid catching cold:





1. Avoid people with colds as much as possible.
2. Beware of undue fatigue. Avoid overwork and get plenty of rest.
3. Keep your feet warm and dry by wearing rubbers or overshoes. Incidentally, you won't be a sissy, either. You are showing good sense.

4. Keep out of drafts.

If you have contracted a cold, what is recommended?

1. Go to bed and rest until your temperature is normal. This is rarely practised early enough. We are usually willing to buy all kinds of medicine but hesitate to miss work for a couple of days. No one is that important. The job will still be there when you return. Furthermore, by staying home, you are not spreading the disease to other people.

2. Eat light meals with nourishing foods. Drink plenty of water and fresh fruit juices.

3. Don't blow your nose like a bugle. It forces the infection into your sinuses and Eustachian tubes. These tubes connect the pharynx with the middle ear. Thus again infection spreads and serious complications may follow. The proper way to blow your nose is to keep both nostrils open, placing the fingers high up over the bridge or bony part of the nose.

4. Always use your handkerchief or tissue to stifle coughs and sneezes to prevent others from catching your cold.

5. Call a doctor of medicine if you have a racking cough for more than twenty-four hours. Call your physician at once if you have chills or rust-colored sputum. This is a little tip—your doctor will be very appreciative if you don't wait until the wee hours of the morning. He's a human being, too.

Cold vaccines or shots as a preventive are not too highly regarded by most doctors. Influenza vaccine is a different story. I will cover that later. In my opinion, the new anti-histamine drugs are worthless in the treatment of colds and the improper usage may prove very dangerous.

Some outbreaks of influenza probably will occur in the United States this winter. Influenza and the common cold are definitely different diseases. It is sometimes called "grippe", "catarrhal fever" or "three-day fever." At the the onset, the symptoms of influenza are similar to the common cold. However, in influenza, they rapidly become much more severe and the complications are more frequent and serious. With influenza, the afflicted person experiences chilliness, fever, pains and body aches and feels generally tired and weak. He may also have a running nose, sore throat or an intestinal upset. In this weakened state, the victim of influenza may be attacked by other dangerous germs which cause pneumonia. This is what happened during the epidemic in 1918 when so many people died. Today, however, the physician can control most of these pneumonia complications by early treatment with a newer antibiotic drugs. Influenza, like the common cold, is caused by a different family of tiny living organisms known as viruses which are spread from person to person by sneezing, coughing and spitting.



Cold Prevention

What about prevention? A great forward stride has been made. Influenza vaccine, given in one dose before you have the disease, is the best inoculation so far available to protect against this disease. In my experience, it appears to protect most persons for several months but this protection is not absolute. If interested, ask your family doctor. The other general rules of hygiene covering a cold are identical and apply to influenza. When an epidemic strikes a community, every sane and normal person is greatly concerned. Always remember this—no matter how severe the epidemic, its

(Continued to Page 25)





BENWOOD WORKS MANAGEMENT CLUB CHARTER—Managerial personnel of the Benwood Works of Wheeling Steel Corporation, Wheeling, West Virginia, became affiliated with NAF on August 18. E. D. Sams, Parkersburg Rig and Reel Company, second from right, made the Charter presentation. Others in the above photo are, left to right: Gail Henry, Club Vice President; George Crisswell, Club President; Lucius Wilson, Club Secretary; Mr. Sams, and Lyle Kratz, Club Treasurer.

PRESENT WERE PRESIDENTS—At the Installation Dinner of the North American Management Club, Los Angeles, the photographer caught three presidents in deep discussion. J. L. Atwood, President of North American Aviation, Inc., center, listens as John Stoner, right, outgoing Club President, details club accomplishments during the past year. The other interested listener is Gil Check, incoming Management Club Prexy.



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HALLOWEEN FUN—It's not just to find when it's as outstanding an actress Snyder, a bit of Halloween recreation between the System.

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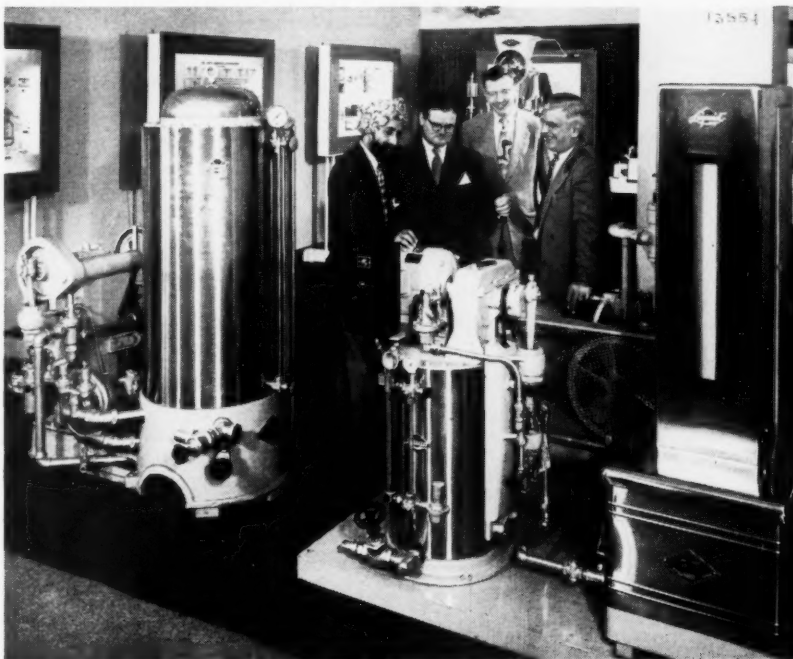


—It's not difficult to find an object in a haystack
an actress Snyder, caught here engaging in a
creation between for Mutual Broadcasting



ANOTHER PROBLEM SOLVED—There's always the question of what to do with yesterday's newspaper, used razor blades, and the blooms left over from the flower show. No problem, however, for Convair's Management Club at San Diego. After the highly successful dahlia show put on by the Convair Garden Club, members of the Management Club, including President J. M. Rogers, second from left, gathered up the beauties and took them to the patients of San Diego County Hospital. R. B. Carter, Chairman of the Special Projects committee, and committee member Vern Sharp (on truck) are "flower boys" for the occasion.

MEET AN INDIAN BOTTLING EXECUTIVE—Members of the Liquid Carbonic Management Club, Chicago, recently became acquainted with Kuldip Singh, a member of the Singh family which has a controlling interest in Pure Drinks, Ltd., of Bombay and New Delhi, India. He spent several days at The Liquid Carbonic Corporation, gathering technical information, and studying bottling shop operations and the actual manufacture of bottling equipment.





by J. C. C. Byrne

IT'S FOR *Free*

SOME of us, more frequently of late, have been confronted with the obvious trend toward the so-called Welfare State. It is a trend which is more apparent day by day. Many people seem to be out for something for nothing, something for "free".

There are those who wish to give us "free" medical service, "free" pensions, "free" insurance, "free" bonuses, "free" meals, "free" books, "free" this and "free" that and on ad infinitum. The big joke in the whole business is that none of these things is for "free". Whenever our legislators offer us something gratis, it is nothing more than a colossal fraud.

A few of us may believe that someone else is paying for all these things and that it is no money out of our pockets.

That it is not costing us individually anything is also a deception. None of the things that the Federal or State or local governments "give" us are costless to us individually.

The Federal, State and local governments can get money from only two sources—either by printing more or by taxation. The dimes

and dollars collected from you and me are used to finance the paternal projects the legislators have in mind and though we may think these handouts are gifts, they very emphatically are not. If we don't get charged on this tax bill, we will get charged on the next one or more money will be printed and our money will be watered further.

When more money is printed and put into circulation, a man can be lulled into a false sense of security because he knows he has more money now than he had before the war, but he's just kidding himself if he thinks he's much better off for he knows that he pays much more for eggs, butter, bread, milk and meat than before the war. This money value reduction is due primarily to printing and putting into circulation more money than is collected in taxes.

It is now possible, for example, to walk into almost any auto dealer and purchase an automobile for delivery, if not immediately, within one to three weeks. That automobile, however, that now costs you \$2,000-\$2,200,

cost before the war \$1100-\$1200. That's the same thing as trading with 50 cent dollars, primarily due to the printing of more money in the past ten or so years than there is an equivalent amount of goods to buy.

This process of watered-down money can be carried further and some day our dollars will be worth 25 cents in terms of 1939 dollars.

This dilution process gives us a false sense of security and we begin to think and our politicians emphasize that we have more money in our pockets than before the war. This is all very true but it is not "real" money in the terms of what it will buy today compared with what it used to buy.

This situation is a facet of the so-called Welfare State Program. All the free things we are offered are possible only through increased money supply or increased taxation. We are witnessing the first of these things now and there is some agitation for raising taxes still further.

What, if the process continues, are we going to say to our children when we confront them with an astronomical national debt, insurance policies

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we bought for them worth $\frac{1}{2}$ to $\frac{3}{4}$ as much in purchasing power as when we secured them? What about the savings bonds? Sure, we'll cash in at face value, but what will the money we get buy?

Are we going to allow the process to go further and further and merely say to our children, "I'm sorry, we couldn't help it. It was those guys in Washington." It's pure bosh. The unscrupulous something-for-nothings will continue to throw your money and mine away as long as we sit and take it. It will be entirely our fault if it continues.

Then again our politically ambitious friends might see our displeasure with their actions and say "Well, okay, we will not increase your taxes, we'll get it from the corporations and you won't have to pay a cent."

The corporations now pay 38% of their profits as taxes and are not as a rule able to absorb any more. There are quite a few people in business throughout the country who are very sincerely worried about just that point. If you get out the statistics on the subject you will soon see that the average corporation is not spending as much for additions to plants, purchases of new machinery and tools, as they were 10-20 years ago, primarily because they do not have it. The money for these things is secured from profits and when you cut profits you cut the expenditure for such items. A corpor-

ation has no alternative if it is to stay in business but to pass increased taxes on to the purchaser of its products by increasing its prices. We pay the prices so again we will not get something for "free". Investment capital which is money given to corporations in return for stock, is also not coming into businesses these days in as large proportions as it used to, mainly because there is no incentive. There is such a small return on investments that the fellow with dollars to invest does not wish to take the risk.

Corporations and individuals are working for just one thing—profits. Corporations need profits to expand and make more products cheaper in order to compete. Individuals must make more money to have some profits left after their expenses to buy that new home, new car or put the kids through school. There is nothing wrong with profits, in spite of what the current thinking in some circles indicates. Very few of us work for the pure joy of it. It is not human nature to do so. If it is not for money profits, it is for some reward—a standing in our profession, an honor, or something worthwhile that will set us apart from our fellow men.

The Welfare State, which is nothing in the world but Socialism by another name, proposes to develop a system which will eliminate profits and which is entirely foreign to our inherent instincts.

It then is important for us to fight

this insidious something for "free" philosophy which is wrecking our system of economy and get back to the basic Horatio Alger philosophy which built this nation to the world position we enjoy today.

It may seem out of date, but I say let's tell our representatives we're tired of the needless drain of our assets being given away under the various welfare programs. You don't get something for nothing.

Airlines Point The Way

(Continued from page 9)

An idea can be defeated only by a superior idea. Moral Re-Armament is an idea which is superior to Communism and to any ideas Mr. Vishinsky and his colleagues have produced. It is based on the simple conviction that human nature can be changed, and that through new men, new nations and a new world can be built. Its superiority lies in the fact that it is for everyone everywhere and it answers man's burning desire for unity and peace; whereas Communism fosters division and class hatred, which can lead only to war and human suffering.

Here, then, is the ideological challenge for American industry. This revolution which is going on in Miami proves that industry can play a vital role in the war of ideas; that out of industry can come an ideology in action which can unite America and put Democracy on the ideological offensive. The airlines in Miami are pointing the way.

NOTE: Copies of the booklet, "An Idea Takes Wings," (72 pages) may be obtained by writing the author in care of Pan American World Airways, Latin American Division, P. O. Box 3311, Miami 31, Florida. Price 50 cents.

About the Author

J. C. C. Byrne has had an extremely varied and interesting life, from his birth in St. Louis, Missouri, through elementary and high school training in China, the Philippines and Washington, D. C., college training and post graduate courses at the University of Wisconsin, Georgetown University (B.S. degree) and University of Virginia.

After leaving school, Byrne took several accountancy correspondence courses, was employed during the war on various government contracts in Portsmouth, Virginia, subsequently spent a few years in professional accounting practice with a firm of certified public accountants in Richmond, Virginia; traveled throughout the United States as internal auditor with Reynolds Metals, joined Grayson Heat Control Ltd., as controller and subsequently, upon the merger of Grayson Heat Control with other thermostat companies, was made Assistant Controller of Grayson Controls, division Robertshaw-Fulton Controls Company at Lynwood, California.

Byrne is a member of the Controllers Institute of America, the National Association of Cost Accountants, and the National Association of Foremen.

STATEMENT OF THE OWNERSHIP, MANAGEMENT, AND CIRCULATION REQUIRED BY THE ACT OF CONGRESS OF AUGUST 24, 1912, AS AMENDED BY THE ACTS OF MARCH 3, 1933, AND JULY 2, 1946 (Title 39, United States Code, Section 233)

Of MANAGE Magazine published monthly at Columbus, Ohio for September, 1951.

1. The name and addresses of the publisher, editor, managing editor, and business managers are: Publisher, The National Association of Foremen, 321 W. First St., Dayton 2, Ohio; Editor, Dean Sims, 321 W. First St., Dayton 2, Ohio.

2. The owner is: The National Association of Foremen, a non-profit organization incorporated under the laws of the State of Ohio.

3. The known bondholders, mortgagees, and other security holders owning or holding 1 percent or more of total amount of bonds, mortgages, or other securities are: None.

s/Dean Sims, Editor
Sworn to and subscribed before me this 18th day of September, 1951.

[Seal] s/Ardel Follick, Notary Public
(My commission expires February 25, 1953.)



CIVIC COVENANTS

It is never too late or too early for personal rededication to the principles upon which our nation has become the greatest of all time. Let us each take stock of our fidelity to these nine covenants of a good citizen, as suggested by The American Heritage Foundation:

I

I will vote at all elections. I will inform myself on candidates and issues and will use my greatest influence to see that honest and capable officials are elected. I will accept public office when I can serve my community or my country thereby.

II

I will serve on a jury when asked.

III

I will respect and obey the laws. I will assist public officials in preventing crime and the courts in giving evidence.

IV

I will pay my taxes understandingly (if not cheerfully).

V

I will work for peace but will dutifully accept my responsibilities in time of war and will respect the Flag.

VI

In thought, expression and action; at home, at school and in all contacts, I will avoid any group prejudice based on class, race or religion.

VII

I will support our system of free public education by doing everything I can to improve the schools in my own community.

VIII

I will try to make my community a better place in which to live.

IX

I will practice and teach the principles of good citizenship right in my own home.

Freedom Is EVERYBODY'S Job



Q. Daddy, What Does That Mean, Progressive Income Tax?

A. Well, Danny, that means that people who make more money pay a higher rate of taxes.

Q. What do you mean, a higher rate?

A. I mean that if you earned \$1.00 a week running errands, you would be taxed 25c; that another boy who earned \$3.00 a week would be taxed \$1.00; and that some other boy who earned only 50c would not pay any tax at all.

Q. Isn't that kind of crazy?

A. Yes, I think it is, but most people don't seem to think so.

Q. Why wouldn't all the boys pay the same rate? The boy that gets *twice as much* should pay *twice as much*, shouldn't he? And shouldn't the boy who gets half as much pay half as much? And why should somebody not pay any at all?

A. That is much too sensible for the politicians in Washington. They think about votes more than they do about what is fair.

Q. Who dreamed up this dopey idea anyway?

A. The man who was the first Communist. His name was Karl Marx. He hated successful people and this was his idea of how to get rid of them.

Q. But America isn't Communist. Why should Americans do what the Communists believe in?

A. Well, I guess you would say it was because the

politicians want the votes of the boys who earn only 50c. There are so many more boys that earn 50c, they can safely pick on the boys who earn more.

Q. That's kind of smart, isn't it? But why don't they make the people who earn more pay more for ice cream cones and street car rides and things?

A. That makes a lot of sense. You'd think that is what they would do. But after they get through paying their taxes, they probably couldn't afford to pay more.

Q. But, daddy, why would anybody want to earn more if they couldn't keep it. It's hard work to earn money.

A. That is one thing the Communists count on. They hope that the people who might be able to earn a lot of money will stop trying. Then they could have things their own way.

Q. Do you think they will stop trying?

A. That, son, is one of the biggest questions in the history of the world. Nobody knows the answer.



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A Foreman looks at Communism

By Jack Selleck

I am writing as a man who has just awakened from a long sleep. Sleep, they tell me, is a period of temporary amnesia. No memories remain of what has transpired in the interim.

When I fell asleep I left a country in which everything was good. Yes, of course, the Democrats were taking cracks at the Republicans, labor at capital and vice versa. The perennial fights were going on between the arbiters of Women's Fashions, the purest fishermen were howling at the bait boys. All these were the usual manifestations of a healthy, growing country. I went to sleep with the impression that we were still one big family with all the loves and squabbles that go with family life.

Came the dawn! I find that outsiders have penetrated our living rooms, kitchens and firesides. I find that there are actually men, and women too, who would seek through demoralization and bloodshed, to smash this family of ours and give us chaos in return—chaos of such an unbelievable nature that we would be reduced to mere serfs of a totalitarian state, the bestiality of which has no equal on the face of this earth. We would, unquestionably, lose the right to work as we please, love whom we choose, and even the right to worship the God of our fathers. I find this an appalling prospect. It must be a nightmare. In a country such as ours, nothing like this could happen. Surely we could never come to this. Let's laugh it off—it could never happen to us. Oh sure, it happened in the Balkans, yes and even China. And, of course, there are rumors of South America crumbling. It can't happen here! It can't—but it will unless we all awaken from that blissful, complacent sleep of pseudo security that seems to have us enthralled. Today, it is reported, we have these people holding important posts in our government. We have them in our colleges, moulding the minds of our youth. They are infiltrating into the very heart of our industries through our trade unions. They



are dedicated to one aim and one aim only—the overthrow of our government and our way of life by armed force. We are at war! Stark raw war to the bitter end and only a small fraction of us know that the battle has even started.

What is this thing that has attacked us? It is a fanatic Asiatic "religion" called Communism. Its converts eat, sleep and live it twenty-four hours a day. They never stop and if we don't soon start to fight this scourge, it will be too late.

Let's recognize this fight that we are in. Let's throw our hats and hearts into the ring. It's not happening to the other fellow. It's happening to you and me and all our children. Perhaps even, God forbid, to our children's children. We have to stop this thing! We have no choice. It's fight or die. This is not a political race. It is total war!

How then can we do the fighting which is so imminently necessary? I have no brilliant strategy to set forth. All I know is that if someone attacks me or mine, I'll fight back with any weapon that I can lay my hands on.

Let's fight fire with fire. Through the medium of our vast communications system, through our schools and our churches, our unions and our friends. Let's preach, rant and de-

ABOUT JACK SELLECK

John R. Selleck, his wife Virginia, and their two children, Virginia and John W., are typical of the type of American family upon which is based our mighty country and its enviable resources and standard of living. It can be said of them, they're "typically American."

Jack is also typical of the young foremen in the Blaw-Knox Company, Blawnox, Pa., where he is employed in the Product Repair Parts and Shipping Department.

nounce them wherever they are found; through our courts let's punish them. An avowed communist has no more right to citizenship in this country of ours than has a mad dog in a nursery. How much mercy do you suppose is in their hearts for us? None at all. It's "dog eat dog" and God help the loser!

I for one (and I am only one man) would advocate an amendment to the Constitution whereby the Communist party be outlawed from our land and hunted down like the rats that they are. Perhaps this is bad strategy. Perhaps it would only force them underground. As I said before, I have only expressed my own opinions here and I could be very wrong as to my methods. But as far as the real issue goes, I, nor any other American who is worthy of the name, can never compromise with the mass cancer which calls itself Communism.

How to Keep Well . . .

(Continued from Page 17)

victims are in the minority. It always has been so in modern times. Why? Individual body resistance. This is a variable and somewhat intangible condition. It may vary from day to day. The factors altering body resistance are—and I repeat—because I consider it of greatest importance:

1. Fatigue—brought on by overwork or dissipation.
2. Improper diet.
3. Alcoholism in varying degrees. The judicious consumption of alcohol is good. In moderation, particularly for the older person, it is relaxing. Alcohol in excess is bad, mentally and physically. Furthermore, it is not an antidote for snake bite.

I would like to compare infection and disease to a tug of war. On one end of the rope is the infecting organism; on the opposite end is body resistance. The stronger force wins—the weaker loses. Thus, reduced to this crude comparison, it explains the fact that during any one epidemic,

all do not contract the disease; otherwise mankind would have been wiped off the face of the earth years ago.

Pneumonia usually follows as a complication of the common cold and influenza. Since you are industrial workers and not medical students—so much for this disease.

Ticker Tip

Heart attacks are particularly prevalent in the winter months. I believe it is brought on by unusual and excessive effort. The well-known case is the victim stricken shoveling snow or tugging and pushing a car stuck in a snow drift. If you have a known heart condition, don't shovel snow! It's courting danger.

Sports Suggestions

What about the accidental casualties which are seasonal in character? I am thinking specifically about that large band of hunters who travel each fall to the duck blinds or fields or north woods. The writer is a member of this fraternity. Unfortunately each year, many casualties occur and most

could be prevented. Let's briefly review some types of accidents:

1. Drowning while duck hunting. How many carry a life jacket in a duck skiff or an extra paddle?

2. Gun shot wounds and deaths. I believe all are unnecessary if safe and proper handling of firearms are religiously followed.

3. Infection. Drink water that is pure. Don't drink from a stream. Typhoid is possible. Don't use unpasteurized milk, cream, butter or cheese. Forget the myth of "country fresh." Are the farmers' cows free of bovine type of tuberculosis? TB can be contracted this way as well as undulant fever. Be sure to wash the fruit you steal from the farmer's orchard. It probably has been sprayed with a poison. Most states require fruit to be washed before sold to the public. Tularemia or rabbit fever is a potential hazard. Beware of a rabbit's liver which is studded with whitish pearls on the surface of the liver. This is infected with tularemia. Infection can be contracted by the human handling this infected carcass. Transference can occur through a break or cut on your hands.

In conclusion, let me say that this article is intended to be instructive for the laymen and perhaps helpful in maintaining health.

"Did you hear the sad story about how Mary Jones lost her good name?"

"No; how was that?"

"Oh, it was terrible. She married some guy named Screwballinskykov."

He: "Didn't you say there was something about me that you liked?"

She: "Yes, but you've spent it all."

"Communists have been and are today at work within the very gates of America. There are few walks in American life that they do not traverse. Their allegiance is to Moscow; their hopes are spurred by the writings of Marx and Lenin, not Jefferson, Madison and Lincoln; their enthusiasm is whetted by expediency and deceit, not tolerance and brotherhood. Atheistic materialism is their idol; and destruction of the God of our fathers their goal. Wherever they may be, they have in common one diabolic ambition; to weaken and eventually destroy American democracy by stealth and cunning. . . . If every American faced the reality of what the Communist objectives mean to him, he would be inspired to work harder to protect and preserve the individual liberty and freedom which is part and parcel of our American way of life."

—J. Edgar Hoover,
Chief of the F.B.I.

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"Wage Stabilization Becomes Wage Inflation"

THE softening of wage stabilization regulations is definitely contributing to inflation. With the Mine, Mill and Smelter-CIO dispute before the Board, and undoubtedly others to follow the same pattern, we will see a further softening of the Board in widening the allowable increases both in wages and fringes.

The theory seems to be that the wages and salaries will rise and fall with the cost of living. We all know what happens when the cost of living increases under the present arrangement—wages and salaries increase, but we have yet to test the other prong of the formula. Will there be decreases when living costs decrease—if ever? It is probably a fine theory but we must remind ourselves that in the midst of stringent times, employers found it difficult to decrease wages. It would be practically impossible on the high plateau of inflation.

POLICE OFFICERS AND UNIONS

A VERY important issue is again being raised over the effort of Mike Quill, President of the TWU-CIO to organize members of the New York City police force. The famous Boston police strike brought Calvin Coolidge into the limelight over the same issue. The New York Police Commissioner takes the same position; namely, that police cannot perform their duties wholeheartedly with divided loyalties. His position makes sense because every reader of the daily press is familiar with the pressures exerted on union members to support union policies and activities. This would be particularly true in the case of police who are frequently called upon to preserve law and order in labor disputes. The issue goes much be-

yond this particular controversy. In view of the political nature of most unions today, one might well ask how can teachers who join unions maintain unbiased positions in teaching, or how can news reporters maintain unbiased positions in reporting news.

STRIKES HAVEN'T CHANGED

EGYPTOLOGISTS have recently translated papyrus written in 1170 B.C., which describes the pressure put upon workers by Rameses III to complete memorials to him before his death. All building material was transported overland. So that transportation could be used solely for that purpose, food, water, and other necessities of life for the thousands of workers was held to a minimum. In those days to object to working conditions meant instant death, but even so in this case the slaves struck. Their mass disobedience was so novel and amazing that the state did not react with its customary ruthlessness. Government mediators sent to the scene met with probably the world's first strike chairman, who stated that the strike was because of thirst and hunger, no clothing, no fish, no vegetables.

Rameses, anxious to see the memorials completed before his death, did what most business men do in a similar dilemma. He compromised. Apparently the difficulty was not amicably settled because four additional times during that same year they went on strike again. The Pharaoh's intense desire to complete the memorials put him in a weak bargaining position, and in each case he compromised. History shows that Rameses III never achieved his desire. He died at the hands of one of the members of his own household three years after the strike.

It was ever thus.

THE CLOSED SHOP

ONE OF the bitterest and most controversial questions in the whole field of company-union relations is the issue of the closed shop. Consequently, a recent article appearing in *The Freeman*, a magazine published at 240 Madison Avenue, New York 16, written by Donald R. Richberg, Washington Lawyer, who has in years past represented unions in negotiations, was co-author of the Railway Labor and Norris LaGuardia Acts, and who also served as general counsel for NRA in 1930. Mr. Richberg's article should be read by every member of management, particularly those who think that union security clauses are not bad, or those employers, who while basically are opposed to compulsory union membership, feel that the fight against it is too costly.

Richberg contends that "a labor Fascist government is the inevitable outcome if today's mass unions succeed in imposing compulsory unionism on all industry." He reasons "that the right to earn a livelihood even though not enumerated in the Constitution is basic to all other rights protected there against abrogation even by government; if union managers gain monopoly control over that right through the union closed shop they have a greater power over individuals than that granted to government; therefore, union leaders must seek complete control of government to protect their own power; result a labor Fascist dictatorship.

In closing his article he says "The rise to power of organized labor in the United States has come so rapidly that the dangers and inevitable consequences of compulsory unionism have become apparent only recently. "It is time for all America to realize that the union closed shop creates a monopoly power too great to be trusted to any person or organization".

A community can do no more for a beloved citizen than to name him its "Number 1" person. The people of Youngwood, Pennsylvania, paid this honor to Gregory P. Grace on August 7. Mr. Grace is vice president of the Robertshaw-Fulton Controls company in charge of the Robertshaw Thermostat division in Youngwood, and he has been an NAF member since 1942.

Two days following the testimonial dinner in his honor, editorial tribute was paid Mr. Grace by the Greensburgh, Pa., Review. The text of the editorial follows:

TOO often industrial leaders are required to make progress by plugging away against great handicaps and without any pat on the back from people who benefit from their leadership.

Too often there is no real show of appreciation by the people of a community of their industry and industrial leaders who have helped to make their community.

So, it was a refreshing thing to see the people of Youngwood and its many factory workers give Gregory P. Grace, vice president of the Robertshaw-Fulton Controls Company, a nice pat on the back Tuesday night in the form of a testimonial banquet held under the sponsorship of the Youngwood Board of Trade. And deep appreciation was also shown to the company with which Mr. Grace is associated for the wonderful good it has done for Youngwood.

In other days Youngwood was commonly and popularly known as the "railroad town," but not any more. The dominant thing in the Youngwood picture now—as it has been for some years—is the great Robertshaw-Fulton Controls Company plant. The economy of the borough is all-out attached to that factory.

Mr. Grace recently moved his home from Youngwood to the Maplewood Terrace section of Greensburgh, but as he put it sentimentally at the testimonial Tuesday night his "heart will always be in Youngwood." The best years of his life have been in Youngwood. He has been there working for his company and community for the past 28 years, and the people of Youngwood are hoping that he will be there doing his constructive work for many more years.

At the testimonial, Burgess Paul R. Baker, speaking for the people of his borough, labelled Mr. Grace as "Youngwood's No. 1 Citizen." And, among other gifts of appreciation, a plaque was presented to him which read: "Presented to Gregory P. Grace by the Youngwood Board of Trade on August 7, 1951, in grateful

GRACE Is Honored

recognition for his outstanding achievements on behalf of the community of Youngwood."

Mrs. Grace was present at the testimonial to see her husband honored as well as two of his brothers, C. M. and P. M. Grace, both of his native Alabama.



G. P. Grace addresses 475 persons at testimonial dinner.



Mr. Grace is acclaimed as "Youngwood's No. 1 citizen" by the Burgess, Mr. Paul R. Baker. Seated L to R Mrs. G. P. Grace, Mr. G. P. Grace, Mrs. A. E. Arnold, and Mr. A. E. Arnold who acted as toastmaster on this occasion.

Problems...Problems...Problems...

"Every man whittles a job down to his own size. The things you resent are the things you can't do."

When you come to the plant in the morning you can be sure of only one thing, namely, that you'll be faced with one or more new problems. There seems to be no limit to the number and type of problems that hit today's foreman. As one man puts it, "At least 104 different jobs for which the foreman is responsible and then sometimes it seems the estimate was very low. Particularly on one of those days when everything is going wrong. I believe most of the feelings can be summed up in a little item I picked up while out on the West Coast about one and a half years ago. The title is "A Foreman's Prayer":

DEAR LORD:

Help me to become the kind of a foreman my Management would like to have me be. Give me that mysterious something which will enable me at all times to satisfactorily explain my Company's policy and procedure to my workers, even when the policies and procedures have never been explained to me.

HELP ME

to teach and train the disinterested and the dumb-witted without ever losing my patience or my temper. Give me that love for my fellow man which passeth all understanding so that I may lead the recalcitrant, obstinate, no-good worker into the paths of righteousness by my own example and my soft, persuading remonstrance, instead of busting him on the nose.

INSTALL

into my inner being tranquility and peace of mind that no longer will I wake from my restless sleep in the middle of the night crying.

"What has the Steward got that I haven't got and if so, how do I get it?"

Teach me to smile if it kills me.

MAKE ME

a better leader of men by helping develop larger and greater qualities

of understanding, tolerance, sympathy, wisdom perspective, equanimity, mind-reading, and second sight.

AND WHEN

Dear Lord, thou hast helped me to achieve the high pinnacle my Management has prescribed for me, when I shall have become this paragon of all the Supervisory virtues in this earthly work, Dear Lord, move over.

AMEN.

So far I have been referring to the many problems which are specific in nature, making schedules, reducing cost and scrapping of maintenance quality, disciplining workers, etc. Now, I would like to share with you some thinking on two major problems which faces the average American Foreman.

"The Foreman in his new role as Administrator."

On a number of occasions I have been approached by foremen who state, "Bill, what's happened during the past several years? I used to think I was a pretty important guy when I first became a foreman 25 years ago. I could hire, fire and could discipline. Yes, I thought I was the boss in fact, as well as in name. Now, the whole picture's changed, I no longer can do any of those things. In fact, to tell the truth, I feel like a darn carrier pigeon. All I do is carry information from the worker to personnel department, the worker to standards and then back again to all the rest of those staff people." The foreman was right in one respect, there has been a tremendous change in Industry over a period of the last quarter of the century. The foreman can no longer operate as in the past. During this time a new phenomenon has come into being, the staff organization. What the foreman fails to realize is—he himself, must change his job from production pusher and someone concerning himself solely with getting the goods out the backdoor, to a new role: the role of administrator. He now is in a posi-

tion, because of the complex nature of industry, where he must work hand in hand with staff organization. These men are all experts in specific fields to secure and provide information which, if used efficiently by foremen as members of line organization, will make possible a far greater success in the plant. If the foreman considers himself a carrier pigeon, so is the plant Manager. He, too, must work with staff personnel. It is far too complex to work in the old way.

"Then Communications"

Another perennial headache in the shop takes place when the foreman says:

"Bill, I wish there was some way they could get those jack-rabbits out of clogged pipe-lines of communications. We never get any information and when we do, it's much like the girl who walked into the hospital, knocked on the door and said to the white-coated attendant who greeted her, 'Are you the up-turn?', The man replied, 'Surely, mam, you mean intern, don't you?' 'I don't know,' continued the girl, 'but I want a contamination'. 'Again, the white-coated attendant answered (somewhat exasperated), 'examination, is what you mean, isn't it, mam?'. 'Then in a complete state of confusion she continued, 'Upturn, Intern, Contamination, Examination—All I know is, I haven't demonstrated for six months, and I think I'm stagnant!'. 'And that is the way we often get our communications in the plant. We are so mixed up we can't make head nor tails of it. 'Of course I often encounter the Superintendent who says, 'Bill, what's wrong with Foremen?' and continues, 'I issued a memo not over 30 minutes ago in black and white and yet someone is working exactly opposite to its' intent. Can't a foreman read?'

Well, let me again illustrate by a simple story how you can take the same word, yet two people will get an entirely different interpretation. I've used this story a hundred times,

(Continued to Page 29)

MANAGE October 1951

Harry P. Jeffrey

Labor-Management Laws Need Revision

THIS observer has stated many times that laws, whether they be federal or state statutes, should be revised from time to time to meet changing conditions. The thought is not original. Experts in government are agreed that outmoded laws which remain on the statute books unrepealed and unamended are a danger to democracy and a drag on the economy.

This is particularly true in the field of legislation relating to labor management relations. Here conditions and practices are in a constant state of flux.

The Wagner Act was passed in 1935 and remained on the statute books unamended for a period of twelve years. Needed amendments were bottled up in Congressional committees. The Taft-Hartley Act has now been on the statute books for a period of four years. It likewise should be amended from time to time in keeping with current conditions and as weaknesses in the Act itself are shown in practice.

An amendment to the Taft-Hartley Act recently passed by the Senate illustrates the point. A closed shop is prohibited under the terms of the Act. A union shop is one in which all employees in a certain organized unit must join the union within thirty days after the shop is organized. The Taft-Hartley Act provided that the union shop could only be had after an election had been held by all the workers in the plant and a majority of those eligible to vote favored such a shop. Experience demonstrated that in practice such elections in the great majority of cases were impractical and worthless for all parties concerned.

At the present session of Congress, a bill was introduced in the Senate and was sponsored jointly by Senator Taft and Senator Humphrey which

eliminates the requirement in the future for authorization elections for the union shop. Coupled with this amendment was another provision which validates union shop contracts where union shop elections were held while CIO and A. F. of L. officers had not filed non-Communist affidavits. The bill passed the Senate by unanimous consent during the latter part of August. There is every indication that it will be approved by the House in the near future. Several similar measures were introduced in the House and were referred to the House Labor Committee, and one of these is authorized by Representative Samuel McConnell, who is the ranking Republican member of this committee.

Another measure was introduced in the Senate during the current session jointly by Senator Taft and Senator Humphrey as an amendment to the Taft-Hartley Act. This measure would exempt the construction industry, both unions and employers, from all election requirements of the law. It apparently was drafted originally by the Building Trades Department of the A. F. of L. It in effect authorized a closed shop. Senator Humphrey has indicated that he might try to extend its terms to include both the maritime and printing industries. This measure presents a much more difficult problem. Its enactment violates the principle of freedom of employment and in practice forces a worker to join a union prior to his employment. Admittedly practical difficulties have arisen under the Taft-Hartley Act in such industries as the Building Trades where a workman belongs to a union but works for a given employer only a relatively short period of time.

David J. McDonald of the CIO Steel Workers' Union, as was expected, appeared as a witness before

the committee and opposed this measure. For all practical purposes, it appears to be dead for the balance of the present session of Congress.

These two measures illustrate what should be a continuing effort to remedy practical difficulties arising out of legislation governing labor-management relations.

Problems . . Problems

(Continued from Page 28)

but it contains an important point. It deals with Fink, a dry-cleaner, who opened a new place of business. Outside the place he erected a huge sign which read, "My name is Fink—What do you think?—I clean and press clothes for nothing?" Immediately he was swamped with business. In fact, he had garments stored up to and on the third floor and had enough work ahead for two months. Two weeks later the first customer called to get his garment, saying, "I would like to have my suit, please". Fink said, "Here it is, that will be \$2.40". The man hit the ceiling, shouting, "What's the idea of your charging me \$2.40 for cleaning and pressing when you say you charge nothing." Fink retorted that he had made no such statement. The customer continued to shout and said, "Don't insult my intelligence, I went through the 5th grade of school, besides, it says that on the sign outside." Fink said, "Let's go look at the sign", and then Fink read the sign aloud, "My name is Fink, what do you think?—I clean clothes—for nothing?" and that's what often happens with communications. Two people reading the same words, yet they get different interpretations, depending on their emphasis and their own background.

So long, for now. Next month I will try to review a few more of the problems which I encounter.

NAF Club News

War Correspondent Talks

Chicago—Stanley Johnston, Chicago Tribune, told of his experiences on the ill-fated World War II aircraft carrier "Lexington" and of his service with the Australian army, at the fall meeting of the Grand Sheet Metal Management Club. Johnston is the author of "Queen of the Flat Tops" and "Grim Reapers." Prior to the war, he was manager of Press Wireless of Europe.

Marshall Conference

Huntington, West Virginia—The seventh annual Foremen-Manager-Personnel conference of Marshall College saw 450 registrants last month, representing sixty industries in Ohio, Kentucky and West Virginia. The conference was jointly sponsored by Marshall College and the Huntington Foremen's Club.

Dewey Annakin, Professor of Sociology from Indiana State Teachers College, Terre Haute, Indiana, made the feature address, "Creative Supervision." Eight conferences were held during the day, led by representatives of industry, and featuring discussions on manpower, machinery and materials problems ahead."

New Management Clubs

Dayton—New Management clubs who have recently affiliated with The National Association of Foremen are:

P.A.C. Chino Management Club of Pacific Airmotive Corp., Chino, California. Officers are: L. A. Smith, Jr. (P); Weldon W. Nixon (VP); G. E. Thomas (S); Raymond H. Drake (T).

The Kilgore Foremen's Club of Kilgore, Inc., Westerville, Ohio. Officers: Robert S. Long (P); John Ruyan (S).

Buffalo Foremen's Association of Westinghouse Electric Corp., Buffalo, New York. Officers: Henry H. Ranke (P); Paul R. Ezatoff (VP); Dwight M. Stemir (S); Robert E. Atwater (T).

Foremen's Association-Jeffersonville Quartermaster Depot, Jeffersonville, Indiana. Officers: Charles K. King (P); George R. McDonough (VP); W. Nichols (S); Ella Green (T).



THIS HUSKY BUNCH OF SLUGGERS is the American Legion boys' baseball team sponsored by the Ethyl Management Club at Baton Rouge. Sporting a good 11-wins, 3-losses record at the time of this photo, the boys were maintaining a good pace but were not taking their league championship.



GOOD EGG OF THE MONTH—Gerry Jackson was last month's "Good Egg of the Month" for the Ryan Management Club at San Diego—and he looks happy at the honor. He won the genuine ostrich egg to keep on his desk for a month as a citation for his "diligent effort in signing new members, for the safety record of his group, and for his effort in maintaining shop schedules."



MANAGEMENT MEN AND BOMBERS—Visiting Management Club members march along a B-36 "line" at Convair in San Diego, where Air Force bombers are undergoing modernization. All these planes have seen Air Force service and have been returned to Convair for addition of newer equipment.



NAF CHARTER TO RATH CLUB—The Rath Management Club, organized this summer for supervisors of the Rath Packing Co., Waterloo, Ia., received a NAF charter on August 21. Shown receiving the charter from NAF President Ray Arduser, third from left, is C. Don Meeker, President of the Rath Club. From left to right are Orval Brooks, Rath Club Program Chairman; E. F. Butler, NAF Director from Iowa; Arduser; Meeker; L. A. Crittenton, Chicago, the featured speaker; Vincent J. Linn, Chicago, NAF Area Manager, and Robert Faxon, Rath Club Secretary. About 200 members attended the meeting.



GLENN MASSMAN AT THE MIKE—The seventh annual Foreman-Manager-Personnel conference held at Marshall College, Huntington, West Va., last month, heard the Dayton Foremen Club Secretary Massman speak on "Let's Take a Look Ahead." Others at the table, left to right, are Stewart H. Smith, President of Marshall College; Jack Steelman, President of the Huntington Foremen's Club, and E. S. Maclin, NAF Manager of Education.

International Harvester Tour

Springfield, O.—The City Foremen's Club toured the International Harvester Company's plant here on September 18, with approximately two hundred members and guests attending. C. W. Anderson, assistant works manager for International Harvester, addressed the group concerning the historical progress of his company in the Springfield area.

Francis Horstman, Robbins & Myers, is the new President of the Springfield Club, and the other officers for the current term are: Robert Gordin, Airetool Manufacturing, Vice President; S. E. Tompkins, International Harvester, Secretary; J. W. Young, Thompson Grinder, Treasurer; Paul Akos, Nolte Brass, Chairman of the Board of Directors, and G. W. Rader, International Harvester, Delegate to the National Convention. Rader is also nominee for NAF representative in this district and Publicity Chairman of the City Foremen's Club.

A woman drove into a service station to complain that her car was using too much gas. The attendant pointed to the choke lever which protruded from the dashboard. "Do you know what this is for," he asked.

"Oh, that!" said the woman, airily. "I never use it, so I keep it pulled out to hang my handbag on."

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TWA President Says Personnel Best Buy

Los Angeles—From an investment standpoint, the best offer of return by TWA is its organization and people, President Ralph S. Damon told members of the Los Angeles stock exchange after a tour of TWA's base and facilities at International airport last week.

"The finest physical equipment in the world is valueless unless it is manned and operated by an experienced organization," Damon said. "In TWA we have the organization that has enabled us to grow from a small regional airline of hardly more than two decades ago to a line which spans half the globe from San Francisco eastward to Bombay over 32,000 route miles."



W. CORDES SNYDER, NEW BLAW-KNOX PREXY—Forty-eight-year-old W. Cordes Snyder has been named the President and chief executive officer of Blaw-Knox Co., Pittsburgh. He previously was a vice president of the company in charge of its Lewis Foundry & Machine division, and more recently has been vice president of the Koppers Company and manager of its Metallurgical department. He is expected to assume his new duties on or about November 1. William P. Witherow, formerly president and chairman of Blaw-Knox, will continue as chairman of the board. Chester H. Lehman will continue in his present capacities of vice chairman of the Board and executive vice president.

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April 3, 1951

William C. Foster
ADMINISTRATOR

CITATION—The Robertshaw Thermostat division of Robertshaw-Fulton Controls Company has been awarded the above Certificate of Cooperation by the Economic Cooperation Administration for special recognition for having received individual groups on technical assistance missions from Western European countries.



MANAGEMENT MEN GET FRISKY—Water polo games were featured activities at the annual Maytag Management Club picnic at the home of Company President Fred Maytag.

President Entertains Foremen

Newton, Iowa—Fred Maytag, President of the Maytag Company, entertained members of the Maytag Management Club at his home—on the hottest day of the year. Water polo was a popular recreation at the outing.

Ralph Nunn, of the Advertising Department, headed the affair at the Maytag residence, which has become one of the most popular meetings of the year. It annually replaces the regular August meeting of the Club.

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Management To College

Los Angeles—Hundreds of industrial organizations throughout Southern California are welcoming The National Association of Foremen's year-round educational program to be initiated at Woodbury College, October 1.

This self-development program, which has the official approval of the NAF national headquarters, marks the first time the association has entered upon a college-level out-of-plant course of training. Woodbury's College of Industrial Management has worked closely with the NAF in formulating and coordinating this continuous training program for the development and improvement of foremen and other management men.

Specific college courses in all phases of industrial management are being offered, with top authorities in their fields as instructors. These courses include Work Measurement, Time and Motion Study, Production Planning, Material Control Methods, Production Cost, Materials Handling, Efficient Plant Layout, Morale Building, Human Relations, Personal Efficiency, Speed Reading and Comprehension, Interviewing techniques, Industrial Organization and Management, Mobilization Controls, Renegotiation Problems, Clear Thinking and Speaking, Technical Report and Letter Writing, Quality Control, Safety Techniques, Job Analysis, and Wage and Salary Administration.

Roy Bell, Area Manager of the NAF, states that the widespread interest among the members of the various Southern California NAF clubs indicates a large enrollment from the more than 7,000 foremen in this area. The Advisory Committee of this educational program includes, Mr. Bell; Edward Seits, North American Aviation; Bill Meek, Lockheed Aircraft; Tom Halpin, Fairbanks Morse; Jack Keenan, Gladding McBean; W. H. Marrow, Solar Aircraft, and V. O. Pope, Robertshaw Fulton Controls Company. E. T. McMahon of Woodbury College is coordinator of the program.

Among the organizations participating in this new educational program are the NAF Management Clubs of the North American Aviation, Lockheed Aircraft, Douglas Aircraft, Hughes Aircraft, National Supply Co., Pacific Airmotive Corp., Gladding McBean and Co., Grayson Controls Division, Robertshaw Fulton Controls, Cherry Rivet Co., Consolidated Rock Products, Pacific Hard Rubber Co., Fairbanks Morse, The Fluor Corp., S. Karpen Bros., Collins Radio Corp., American Cyanamid, Southwest Steel Rolling Mills, Times-Mirror Press, Trans World Airlines, U. S. Spring and Bumper Co., Virtue Brothers Manufacturing Co., Ohio Rubber Co., and the Wilshire Oil Company.

NAF members should register for these courses by September 15 at Woodbury College, with classes starting Monday, October 1 and continuing throughout the year.

Slim: "We're having a raffle for a widow lady. Will you buy a ticket?"

Jim: "No thanks. Even if I won, my wife wouldn't let me keep her."



DOUGLAS MANAGEMENT CLUB INTO COLLEGE PROGRAM—Over 200 members of the Douglas Aircraft Management Club, Santa Monica, Calif., met recently to discuss the new year-round educational program to be inaugurated this month at Woodbury College, Los Angeles. Among the speakers were, left to right, Professor Robert Gerard, head of Woodbury's Industrial Psychology department; Frank Reiber, President of the Douglas Management Club, and E. T. McMahon, Woodbury College, coordinator of the program.

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Jeffersonville Depot Mission

(Continued from Page 10)

division, but the organization began picking up members from the manufacturing division and subsequently from all other divisions and elements of the Depot in view of its management value. It now has a total of 165 members.

Meeting monthly, this association has stated purposes as follows:

To develop supervisors as key members of a hard-hitting management team.

To develop the ability of supervisors to develop men.

To provide a formal program of training of supervisors to enhance their value and contribution to their jobs.

To provide a means of broadening the technical experience and background to supervisors by an exchange of ideas with civilian enterprise and other army installations.

To develop the ability of supervisors to express and define ideas and procedures through public speaking.

To develop the ability of supervisors to maintain high morale through a thorough understanding of what constitutes good human relations.

Since its organization an overall efficiency in operations has been noted. In line with its objectives for the advancement of management by the improvement of its members as supervisors through education, it has sponsored and promoted the following educational activities:

Plant Layout

Public Speaking

Supervisory Training

Production Control

In addition, various books on supervising and management were made available to members of the Association. Ten-minute talks, such as "Knowing Your Depot," and "Industrial Problems Inside and Outside the Depot," were given bi-monthly by various members. Also quiz programs, designed to bring out specific problems encountered at the Depot, and solutions, were given.

Affiliation With NAF

When the Depot Association authorities were approached as to joining the national organization, the matter was gone into very carefully with members of the national organization in the Louisville area and with officers of the national organization.

As a result of careful consideration the local chapter, by *unanimous* vote, made application for affiliation with the national association.

The members are very enthusiastic over this opportunity for some outside assistance and guidance, and expect to take full advantage of the facilities and features afforded by the national organization.

In my opinion, the formation and operation of the Jeffersonville Quartermaster Depot Foremen's Association has not only resulted in improved efficacy of operations, but in a very noticeable improvement in morale and esprit.

I feel confident, along with the rank and file of the Depot Association and its officers, of still greater growth and improvement of operating efficiency, esprit, and morale as a result of affiliating with NAF.

NAF Men See Giant Bombers

San Diego—Convair's Management Club pulled a new rabbit out of the hat when entertaining visitors attending the Southern California Coordinating Council sessions at San Diego recently.

Rarely seen by outsiders, Convair's San Diego division was opened up for a conducted tour during which approximately 100 visitors saw Air Force B-36 bombers being modified and T-29 trainer planes under manufacture.

The tour climaxed a meeting which attracted officers and members of all Southern California clubs. More than 250 members attended a banquet at the San Diego Hotel, where officers of all represented clubs were seated together so that mutual problems could be discussed. Host clubs were Solar Aircraft Company, Ryan Aeronautical Company, and Consolidated Vultee Aircraft Corp., all of San Diego.

"Yes," said the specialist as he stood at the bedside of the sick purchasing agent, "I can cure you."

"What will it cost?" gasped the sick man. "Five hundred dollars."

"You'll have to shave your price a little," replied the agent. "I had a better bid from the undertaker."



NAF STAFF ADDITIONS—Dr. E. S. Maclin, left has been employed by The National Association of Foremen as Assistant Manager of Education, and Dwight E. Frick is the new Assistant Editor of *MANAGE* Magazine. Dr. Maclin joined NAF on September 3 and formerly was Director of the Evening Program for Marshall College, Huntington, W. Va. Frick has a background which includes journalism and art work on *The Beacon of Black*, *Sivalls & Bryson, Inc.*, *The Kansas City Star*, *The Powerlite*, *Coal Age*, *The NLGI Spokesman*, and other regional and national newspapers and magazines.

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We can fight inflation by facing this danger. This calls for strong government action—and solid support from everyone of us along the lines indicated at right. Let's all pull together.

WHAT YOU CAN DO ABOUT IT!

It will take *all* of us—America's 150 million people to lick inflation. Here's how you can help:

- ★ Buy only what you need—use credit carefully
- ★ Help turn out more goods
- ★ Help hold the line on prices and wages
- ★ Fight government extravagance
- ★ Support budget-balancing taxes
- ★ Save—Invest—Buy Defense Bonds

IT WILL TAKE ALL 150 MILLION OF US TO LICK INFLATION



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